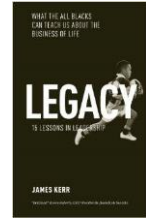


Legacy: 15 Lessons in Leadership

What the All Blacks Can Teach Us About the Business of Life



Book's Argument: The methods of the All Blacks rugby team have developed an extraordinary high-performance culture and provide an inspiring and effective model for leaders in other fields.

Key Takeaways:

Character – never be too big to do the small things that need to be done. Character begins with humility. Performance = Capability + Behavior. A values-based, purpose-driven culture is a foundation of the All Blacks' approach and sustained success.

Adapt – when you're on top of your game, change your game. Make a case for change, provide a compelling picture of the future, sustain the capability to change, and create a credible plan to execute.

Purpose – ask 'Why?' Create an environment that stimulates others and influences them to want to take part in it.

Responsibility – leaders create leaders by passing on responsibility, creating ownership, accountability and trust.

Learn – leaders are teachers and learners. Create an environment that delivers the opportunity for personal growth and professional development.

Whanau – follow the spearhead. A flock of birds flying in formation is 70 percent more efficient than flying solo. One of the first steps in developing a high performance culture is to select on character.

Expectations – aim for the highest cloud. We learn best – and change – from hearing aspirational stories that resonate with us.

Preparation – practice under pressure to enable self-trust and enable the abilities to maintain clarity, situational awareness, accurate analysis, and good decision-making.

Pressure – control your attention. Bad decisions are not made through a lack of skill or innate judgment. They are made because of an inability to handle pressure at the pivotal moment.

Authenticity – keep it real through a strong identity and trust in the sense of safe vulnerability while exercising honesty and integrity.

Sacrifice – find something you would die for and give your life to it.

Language – sing your world into existence. We are meaning making machines, interpreting and reinterpreting a sequence of events into a narrative form and reassembling at will.

Ritual – create a culture. Ritualize to actualize by telling your story, involving your people, and creating a legacy while making the intangible real.

Whakapapa – plant trees you'll never see by being a good ancestor.

Legacy – this is your time to make a purposeful contribution.

Best Quotes: "A collection of talented individuals without personal discipline will ultimately and inevitably fail. Character triumphs over talent." "A sense of inclusion means individuals are more willing to give themselves to a common cause." "The first stage of learning is silence, the second stage is listening." "High-performing teams promote a culture of honesty, authenticity and safe conflict." "If we're going to lead a life, if we're going to lead anything, we should surely know where we are going, and why." – Kerr "Be more concerned with your character than your reputation, because your character is what you really are, while your reputation is merely what others think you are." – John Wooden

Why it's important: Culture change and engagement are mechanisms for, and impediments of, exceptional success in our organization and personal lives.

James Kerr (2013)